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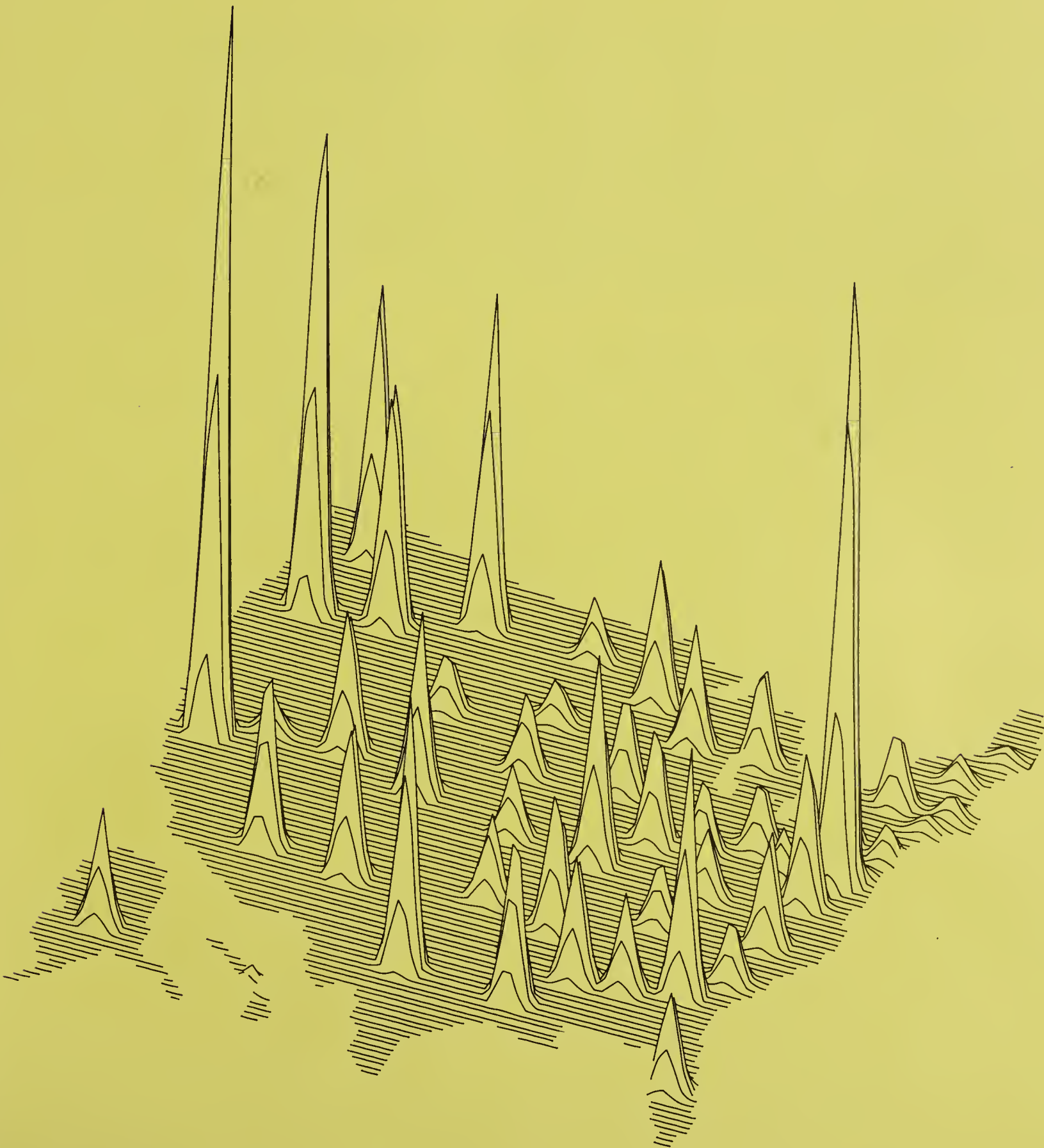
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United States
Department of
Agriculture

Office of
Personnel

USDA Management Development Programs



The cover of this booklet is a computer graphics frequency distribution map of permanent full time USDA employees. The map was prepared by Dennis Egan of the Washington Computer Center.



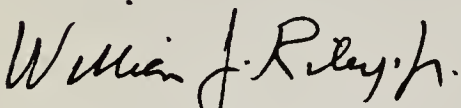
FOREWORD

We are pleased to announce our Management Development Programs for the 1986 Fiscal Year. The courses include the Advanced Manager's Workshop (AMW), Approaches To Managing Productive Stress (AMPS), Basics of Supervision (BOS), Executive Workshop in Agri-Dynamics (EXAD), and Problem Solving and Decision Making (PSDM). We greatly appreciate your past participation in our training courses and look forward to serving you in the future.

Training for USDA employees is provided and supported by the USDA and its agencies to improve performance. Training is not a reward, punishment, vacation or a cure-all. Employees as well as supervisors and managers must exercise sound judgment in the selection of, approval of, and participation in training activities.

Program content is based on participant evaluations, and analysis of current events, ideas, and literature. We are continually evaluating the content of our courses and need your input in order to keep our courses current and useful.

The measure of program success is the increased day-to-day, on-the-job effectiveness of the supervisors, managers, and employees who take advantage of those educational opportunities. We invite you to benefit from the use of these training resources by exploring and broadening the range of your supervisory and managerial capabilities.



WILLIAM J. RILEY, JR.
Director of Personnel

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NOMINATION AND BILLING PROCEDURES

Nomination Procedure

For each participant, please submit two copies of Form SF-182, "Request, Authorization, Agreement, and Certification of Training," to the Office of Personnel (OP) through your Agency Training Officer (refer to listing at the back of this brochure). All nominations should be forwarded to OP 6 weeks prior to the starting date of the course.

Participants will be notified in writing concerning dates, location, time hotel and cost of the program approximately 2 to 3 weeks prior to the beginning of each session. An information copy will be sent to Agency Training Officers.

Questions concerning the USDA programs should be referred to Agency Training Officers or to the Security, Employee Management and Training Staff.

Nominations are accepted on a first come, first served basis. Members of State and local governments, other Federal agencies, and members of institutions of higher education will be accepted on a space available basis.

Billing Procedures

Agencies will be billed through the National Finance Center (NFC) for all accepted participants unless formal cancellations are received by OP on or before the announced cancellation date. The course fee does not include travel, lodging, and subsistence costs.

Cancellation/Substitution Policy

Cancellation must be made prior to the deadline date indicated for each course session or be subject to billing. Substitutions will be accepted up to the Friday prior to the beginning of each session, provided substitutes meet the course eligibility requirements. Agencies making substitutions after the participants' materials have been mailed will be required to assure that the substitute receives the materials.

ADVANCED MANAGER'S WORKSHOP (AMW)

This program is designed for managers who supervise other managers and/or supervisors. It will provide opportunities for participation in developmental exercises and discussions to increase and improve effectiveness as a manager.

This program stresses interchange among the participants, leadership, management and team building.

Objectives:

1. To provide USDA managers with the necessary learning experiences to improve their management effectiveness.
2. To provide an environment conducive to discussion and interchange among USDA managers.
3. To improve leadership ability.

Subject Matter Content:

During the week, discussion, case studies, work group exercises, films and audio-visual aids will be utilized in exploring the following content:

1. The Public Management Environment
2. Negotiating techniques
3. Characteristics of Effective Managers
4. Basic Skills of Management
5. Leadership
6. Managing Conflict
7. Constructive Feedback
8. Environment for Productivity
9. Team Building

Eligibility:

In nominating participants primary consideration should be given to incumbent managers or supervisors with high potential for higher level positions. Normally, persons taking the AMW Course should be GS-12 and above.

The Advanced Manager's Workshop satisfies the 40 hours mandatory training requirement for probationary managers and supervisors.

Course Fee:

Cost is \$400.00 per participant for tuition and instructional materials.

FY 1986 Schedule for AMW

Date	Location	Nominations Due in OP	Cancellation Deadline
Mar. 17-21, 1986	Albuquerque, NM	Feb. 3, 1986	Feb. 17, 1986
May 19-23, 1986	Washington, DC	Apr. 7, 1986	Apr. 21, 1986
June 9-13, 1986	Denver, CO	Apr. 28, 1986	May 12, 1986
July 28-Aug. 1, 1986	New Orleans, LA	June 16, 1986	June 30, 1986

APPROACHES TO MANAGING PRODUCTIVE STRESS (AMPS)

This Program focuses on improving managerial, professional and personal effectiveness. Participants will learn to build on skills and competencies already possessed in solving stress-related problems. Practical tools will be provided to improve productivity as well as managerial and organizational effectiveness and welfare. Impediments to career attainment and healthy life-style development will be identified and reasonable remedies offered.

Objectives:

1. Explore the relationship between on-the-job productivity, stress and health.
2. Provide participants an insight into their life-style and it's relationship to work and well-being.
3. Be able to correctly identify and diagnose early stress states -- barriers to higher work and personal effectiveness -- in one's self and in others.
4. Discuss the adverse consequences of unmanaged stress to the organization and the manager and offer practical alternatives for improved performance and welfare.
5. Discuss the sources of stress generally and one's own sources specifically in and out of the work setting.
6. Discuss a wide range of general coping approaches and the individual's own stress coping style and provide information on better alternatives.
7. Develop a comprehensive and practical behavior-based personal stress management program, both short and long term, benefiting the organization as well as the employee.
8. Discuss the normal and unavoidable psychological events in the aging process with special emphasis on the mid-life period.
9. Provide information to better prepare for and deal with career and life-cycle changes.
10. Provide information to assist the supervisor in working more effectively with individuals who are experiencing undue stress or who do not cope well on and off the job.
11. Become a resource to others in the organization to teach and promote stress management practices for improved job performance and satisfaction.

Subject Matter Content:

During the week, lectures, discussions, films and audio-visual aids will be utilized in presenting the following content:

1. Improving human relations
2. Coping with stress
3. Mid-Life/Mid-Career issues
4. Career planning

Eligibility:

Although there are no grade level restrictions, participation is normally limited to professional and technical occupational series.

Follow-Up Session:

This year two follow-up sessions have been scheduled for AMPS participants. Content will be concerned with building on skills and learning experiences previously acquired, but with flexibility to allow for concentration on the needs of the individual participants.

ELIGIBILITY:

The follow-up sessions are only open to previous AMPS participants; please note on the SF-182 the date of the AMPS session attended. It is recommended that there be at least 6 months time lapse between taking the AMPS initial session and the follow-up session.

Course Fee:

Cost is \$450.00 per participant for tuition and instructional materials.

FY 1986 Schedule for Approaches To Managing Productive Stress (AMPS)

Date	Location	Nominations Due in OP	Cancellation Deadline
Dec. 2-6, 1985	Atlanta, GA	Oct. 21, 1985	Nov. 4, 1985
Dec. 16-20, 1985	Washington, DC	Nov. 4, 1985	Nov. 18, 1985
Jan. 6-10, 1986	Albuquerque, NM	Nov. 25, 1985	Dec. 9, 1985
Feb. 3-7, 1986	Seattle, WA	Dec. 23, 1985	Jan. 6, 1986
Mar. 3-7, 1986	Louisville, KY	Jan. 20, 1986	Feb. 3, 1986
Apr. 7-11, 1986	Washington, DC	Feb. 24, 1986	Mar. 10, 1986
May 5-9, 1986	San Antonio, TX	Mar. 24, 1986	Apr. 7, 1986
June 9-13, 1986	New Orleans, LA	Apr. 28, 1986	May 12, 1986
July 21-25, 1986	Washington, DC	June 9, 1986	June 23, 1986
Aug. 18-22, 1986	Washington, DC	July 7, 1986	July 21, 1986

Approaches To Managing Productive Stress Follow-Up FY 86

Apr. 28-May 2, 1986	Williamsburg, VA	Mar. 17, 1986	Mar. 31, 1986
Sept. 22-26, 1986	Portland, OR	Aug. 11, 1986	Aug. 25, 1986

BASICS OF SUPERVISION (BOS)

The role of the supervisor is certainly one of the most difficult and challenging ones in the organizational hierarchy. Good supervision takes more knowledge, skill, initiative, tact and sensitivity than almost any other kind of work. The success or failure of the supervisor in this complex and challenging role determines the success or failure of the organization's programs and objectives.

The supervisor must learn to deal effectively with problems of work planning, resource allocations, organizational culture, productivity and the subtleties of human behavior. In order to do this, the new supervisor must develop a self-awareness and an understanding of subordinate and management expectations. With these insights, the supervisor can then utilize and apply the knowledges, skills and techniques that are essential to the accomplishment of organizational and individual goals.

Objectives:

Upon completion of this program, participants will be better able to determine their self-awareness in relationship to management styles and deal more effectively with the wide range of demands inherent in the role of a supervisor.

Subject Matter Content:

During the week, discussions, work groups, simulation exercises and audio-visuals will be utilized in presenting the following content:

1. Basic Theories of Supervision and Management
2. The Planning Process
3. Concepts of Organization
4. Human Behavior, Motivation, and Interpersonal Relationships
5. Concepts of Leadership
6. The Communication Process
7. The Control Process
8. Improving Productivity
9. The Role of the Supervisor in Personnel Management

Eligibility:

Participants should be supervisors, section heads, group leaders or individuals in positions with supervisory or lead responsibilities.

Course Fee:

The program fee is \$300.00 per participant for tuition and instructional materials.

FY 1986 Schedule for BOS

Date	Location	Nomination Due in OP	Cancellation Deadline
Jan. 13-17, 1986	Washington, DC	Dec. 2, 1985	Dec. 16, 1985
Feb. 10-14, 1986	Memphis, TN	Dec. 30, 1985	Jan. 13, 1986
Mar. 10-14, 1986	Salt Lake City, UT	Jan. 27, 1986	Feb. 10, 1986
Apr. 14-18, 1986	Portland, OR	Mar. 3, 1986	Mar. 17, 1986
May 12-16, 1986	St. Louis, MO	Mar. 31, 1986	Apr. 14, 1986
June 9-13, 1986	Philadelphia, PA	Apr. 28, 1986	May 12, 1986
July 14-18, 1986	Washington, DC	June 2, 1986	June 16, 1986
Aug. 11-15, 1986	San Francisco, CA	June 30, 1986	July 14, 1986
Sept. 15-19, 1986	Washington, DC	Aug. 4, 1986	Aug. 18, 1986

EXECUTIVE WORKSHOP IN AGRI-DYNAMICS (EXAD)

The United States Department of Agriculture plays a vital role in assuring that agricultural producers and consumers benefit from the strengths of American agriculture. The USDA manager and executive, in carrying out the missions and programs essential to the Department's role, must deal with conflicting pressures and priorities. Often the manager's decisions regarding program activities are made within narrow organizational confines.

Each Executive Workshop in Agri-Dynamics offers the participant an opportunity to critically examine the management challenges present in the Department's major programs. Since each session normally will include a variety of Agency personnel, the participants will benefit from sharing their approaches to managing the resources available in the area of discussion.

The insights gained and the experiences shared will enable the USDA executive or manager to more effectively meet the challenge of a changing agriculture.

Objective:

To provide USDA managers with an opportunity to increase their awareness and understanding of the internal and external forces and pressures affecting the Department and its program missions. Through interaction with USDA executives and with officials from government, industry, academia, and special interest groups, participants will be exposed to a diversity of perspectives which will assist them in improving their organizational productivity, efficiency, and responsiveness to the public they serve.

To accomplish this objective, participants will be provided with an opportunity to:

1. discuss crucial policies and issues with USDA Under Secretaries or Assistant Secretaries and their staffs;
2. observe Senate and House committee meetings and witness the activities of Congress from both the Senate and House galleries;
3. participate in a simulation exercise involving socio-economic and political issues related to the USDA.

Subject Matter Content:

During the week; Lectures, discussions, work groups, simulation exercises, audio-visuals and field trips will be utilized in presenting the following content:

1. The mission and programs of USDA.
2. The socio-economic and political issues related to USDA.
3. The internal process of Congress.

Eligibility:

In nominating participants, primary consideration should be given to incumbent managers and high potential employees. All participants should have or will have a degree of responsibility for the accomplishment of these Departmental missions. Members of State and local governments, other Federal agencies and members of institutions of higher education will be accepted on a space available basis.

Course Fee:

Cost is \$375.00 per participant for tuition and instructional materials.

FY 1986 Schedule for EXAD

Date	Location	Nominations Due in OP	Cancellation Deadline
Jan. 13-17, 1986	Washington, DC	Nov. 25, 1985	Dec. 9, 1985
Mar. 24-28, 1986	Washington, DC	Feb. 10, 1986	Feb. 24, 1986
June 23-27, 1986	Washington, DC	May 12, 1986	May 26, 1986
Sept. 8-12, 1986	Washington, DC	July 28, 1986	Aug. 11, 1986

PROBLEM SOLVING AND DECISION MAKING (PSDM)

Organizations are becoming increasingly complex. Government managers have an increasing number of problems that arise and less time in which to analyze and solve them. The managers' success depends on the way problems are analyzed and solved and how decisions are made and implemented. Analyzing and solving problems and making decisions will be even more critical in the future with the increase of problems and pressures on the managers' time. Developing managers for the future means equipping them to analyze and solve problems more effectively and efficiently.

Objective:

To provide USDA managers and supervisors with the necessary learning experiences which will enable them to apply problem analysis and decision making techniques for the solution of day-to-day, job related problems and to plan work in a manner which will minimize the occurrence of operational problems.

Subject Matter Content:

During the week discussions, simulation exercises, case studies, and audio-visual aids will be utilized in presenting the following content:

1. Analysis of the individual's current approach to problem solving and decision making.
2. Discussion of other approaches to problem solving and decision making.
3. Methods of analyzing problems.
4. Development of alternative solutions.
5. Developing action plans for direction and control.

Eligibility:

This Program is designed for supervisors, managers and employees who wish to improve, update, or refresh their problem solving and decision making skills and techniques.

The Problem Solving and Decision Making Course satisfies the 40 hours of mandatory training requirement for probationary managers and supervisors.

Course Fee:

Cost is \$400.00 per participant for tuition and instructional materials.

FY 1986 Schedule for PSDM

Date	Location	Nominations Due in OP	Cancellation Deadline
Jan. 27-31, 1986	Washington, DC	Dec. 16, 1985	Dec. 30, 1985
Feb. 24-28, 1986	Phoenix, AZ	Jan. 13, 1986	Jan. 27, 1986
Mar. 17-21, 1986	San Diego, CA	Feb. 3, 1986	Feb. 17, 1986
Apr. 14-18, 1986	Washington, DC	Mar. 3, 1986	Mar. 17, 1986
Apr. 28-May 2, 1986	Kansas City, MO	Mar. 17, 1986	Mar. 31, 1986
June 16-20, 1986	Washington, DC	May 5, 1986	May 19, 1986
July 21-25, 1986	Atlanta, GA	June 9, 1986	June 23, 1986
Aug. 18-22, 1986	Minneapolis, MN	July 7, 1986	July 21, 1986

FY 1986

COMPOSITE COURSE SCHEDULE

<u>Course</u>	<u>Date</u>	<u>Location</u>
AMPS	Dec. 2-6, 1985	Atlanta, GA
AMPS	Dec. 16-20, 1985	Washington, DC
AMPS	Jan. 6-10, 1986	Albuquerque, NM
EXAD	Jan. 13-17, 1986	Washington, DC
BOS	Jan. 13-17, 1986	Washington, DC
PSDM	Jan. 27-31, 1986	Washington, DC
AMPS	Feb. 3-7, 1986	Seattle, WA
BOS	Feb. 10-14, 1986	Memphis, TN
PSDM	Feb. 24-28, 1986	Phoenix, AZ
AMPS	Mar. 3-7, 1986	Louisville, KY
BOS	Mar. 10-14, 1986	Salt Lake City, UT
PSDM	Mar. 17-21, 1986	San Diego, CA
AMW	Mar. 17-21, 1986	Albuquerque, NM
EXAD	Mar. 24-28, 1986	Washington, DC
AMPS	Apr. 7-11, 1986	Washington, DC
BOS	Apr. 14-18, 1986	Portland, OR
PSDM	Apr. 14-18, 1986	Washington, DC
PSDM	Apr. 28-May 2, 1986	Kansas City, MO
AMPS-FU	Apr. 28-May 2, 1986	Williamsburg, VA
AMPS	May 5-9, 1986	San Antonio, TX
BOS	May 12-16, 1986	St. Louis, MO
AMW	May 19-23, 1986	Washington, DC
AMPS	June 9-13, 1986	New Orleans, LA
AMW	June 9-13, 1986	Denver, CO
BOS	June 9-13, 1986	Philadelphia, PA
PSDM	June 16-20, 1986	Washington, DC
EXAD	June 23-27, 1986	Washington, DC
BOS	July 14-18, 1986	Washington, DC
AMPS	July 21-25, 1986	Washington, DC
PSDM	July 21-25, 1986	Atlanta, GA
AMW	July 28-Aug. 1, 1986	New Orleans, LA
BOS	Aug. 11-15, 1986	San Francisco, CA
AMPS	Aug. 18-22, 1986	Washington, DC
PSDM	Aug. 18-22, 1986	Minneapolis, MN
EXAD	Sept. 8-12, 1986	Washington, DC
BOS	Sept. 15-19, 1986	Washington, DC
AMPS-FU	Sept. 22-26, 1986	Portland, OR

See individual course schedules for nomination and cancellation deadlines

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1 also services NAL

2 also services ACS, OT, P&SA

3 also services ERS, SRS, WAOB, OE, EAS

4 also services CSRS, OGPS

5 also services HNIS

6 also services OALJ, OBPA, OGC, OP, OSDBU, BCA, OO, OIRM, OGPA, OFM, OEO,
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